

April 2004

The Futures Initiative

Organizational Design Options for the New CDC

Centers for Disease Control and Prevention

Summary

Since June 2003, the Centers for Disease Control and Prevention (CDC) has been engaged in a strategic transformation process aimed at a fresh examination of CDC's leadership role as the Nation's premier public health agency, as well as CDC's functions, organizational structure, and communications capabilities. The Futures Initiative focuses efforts to strengthen CDC's capacities to protect and improve the health of the U.S. population in the 21st Century.

The Futures Initiative recognized the paramount importance of ensuring that CDC's organizational functions and structure allow it to most effectively carry out its responsibilities to the U.S. public and to meet emerging public health challenges. Through the Futures Initiative process, CDC has identified six strategic imperatives for transforming CDC in the 21st Century. These imperatives are:

- Align CDC's priorities and investments to achieve measurable health impact
- Be customer-centric: focus first and foremost on the people across America whom we serve
- Maintain science and a vigorous extramural and intramural research program as the foundation for all our programs, policies, and practices
- Provide leadership within America's public health system
- Increase our capacity to act across the globe to ensure rapid detection and response to emerging health threats
- Modernize management and business practices to be more efficient, effective, and accountable

Therefore, as part of the Initiative, an Organizational Design Team (ODT) was formed to identify functional design options for transforming and strengthening CDC's capacities to accomplish its mission. The ODT considered a number of potential functional designs that comprised a broad continuum of change options. As the assessment process unfolded, the team recognized certain components that were necessary to achieve CDC's strategic imperatives and that were thus common to the success of any CDC organizational redesign effort. The common critical elements present in each of the prototypes are:

- establishment of agency-wide goals by agency leadership and allocation of resources (both human and financial) according to those goals;
- explicit assignment of the responsibility for managing goals and for carrying out the strategies used to achieve them;
- creation of a new health marketing entity to ensure greater integration of the highest quality products and services;
- creation of a new Innovation Think Tank to encourage new ideas;
- development of business practices to support agency goals and an evaluation method to determine the degree to which they meet measurable objectives; and
- streamlining the Office of the Director.

The ODT's work culminated with the identification of three prototypes:

- Prototype A distributes a health marketing function in both CDC's Office of the Director and throughout each of the agency's major health centers to facilitate substantive customer-centric focus and integration across health centers. Scientists and other experts involved in all stages of the steps for health protection – from identifying the health problem through developing and implementing interventions, and evaluating effectiveness – are together within each health center. The head of a health center is accountable for the health goals assigned to the health center and is given direct supervisory authority over the multi-disciplinary personnel needed to accomplish the goal.
- Prototype B centralizes the goal and strategy management functions and positions it as a bridge between research and development and a newly created health marketing function. The goal and strategy management function uses agency-wide health goals to translate R&D into life-stage, community preparedness, and global health programs to be delivered by the health marketing

function to CDC's customers.

- Prototype C is based upon the *Healthy People 2010* Determinants of Health and the Essential Public Health Services defined by the Core Public Health Functions Steering Committee, organizing CDC into four Centers that cover the four Determinants of Health (Genetics, Environment, Behavior, and Access to Quality Health Care) and one Center focused on Community Health Promotion and Preparedness. The Centers are responsible for goal and strategy management and the activities take place within each of a number of Bureaus designed around the core public health functions. This structure allows for integration of purpose vertically – each Division within a Bureau is linked vertically with the other Divisions serving the same Center, and integration of function horizontally – each individual staff member is clustered with those of similar expertise and responsibility in order to foster cross-fertilization.

The ODT's work represents one step in the Futures Initiative's transformation process. It provides a general outline of the top-level functional structures of three sample prototypes. The ODT understands that combining elements from each of these three prototypes, resulting in a hybrid design option, may provide the best framework for a new CDC organizational design that will be the basis for the next steps in CDC's transformation.

During its work, the ODT also identified a series of key issues that must be addressed during the implementation phase. Such implementation-related considerations include, but are not limited to:

- addressing the need to most effectively manage networked organizations,
- addressing the need to protect and preserve "orphan" programs,
- conducting critical analysis and planning for implementing new organizational structures,
- addressing CDC's role in the global public health arena,
- fostering leadership commitment to follow-through,
- fostering stakeholder support for change, and
- communicating how external partners will relate to or interact with a reorganized CDC.

To be successful, the implementation of any design option will require substantial work. The new organizational design will have to be effectively communicated to CDC employees and external partners. An implementation team will have to map existing units and staff members to new organizational units, and the resource requirements of newly formed organizational units must be identified. But the real work will be accomplished by the thousands of CDC staff members who will carry out this transformation and create a strengthened and more effective CDC.

CDC's Futures Initiatives
Organizational Design Prototypes

Design principles in practice:

- Key capabilities – Support mission; maintain scientific integrity; focus on health impact; priority setting basis for action: support innovation/creativity
- Functional capabilities – Balance urgent issues with commitment to ongoing important issues; improve management effectiveness
- Communications/external relations – CDC does not operate in a vacuum; customer focus; leverage partners
- Business practices – ensure business practices support mission; improve efficiencies

Common characteristics:

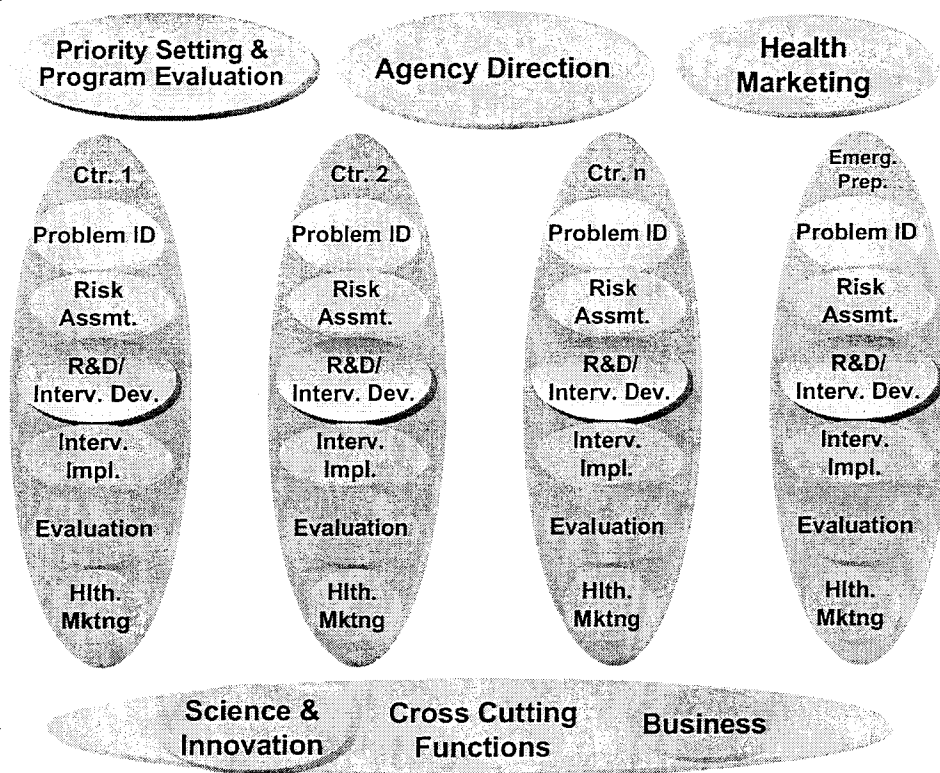
- Overarching goal setting and performance management by Office of Director and ELT
- Strategic analysis
- Consolidation of business and other cross-cutting services
- Innovation incubator
- Health marketing focus
- Evaluation
- Office of Director – focused/streamlined

Distinguishing characteristics

- Concentration vs. diffusion of health marketing
- Delivery point for goods and services
- Concentration vs. diffusion of priority setting and decision making
- Organizing concept of operational units
- content area, professional discipline, public health function, health determinant, or combination
- Complexity of networking

Table 1. Comparison of Functions Between Prototypes			
Functions	Location within Prototype A	Location within Prototype B	Location within Prototype C
<i>Overarching Goal Setting</i>	Director/ELT	Director/ELT	Director/ELT
<i>Goal Management</i>	Centers	Goal Management Unit	Goal Management Unit (cross-cutting goals) & Centers (single focus goals)
<i>Funding to Goal</i>	Centers	Goal Management Unit	Goal Management Unit
<i>Research & Development</i>	Centers	Centers	Bureau of Research & Intervention Development
<i>Production of CDC Products & Services</i>	Centers, with coordination from and accountability to OD Health Marketing Unit	Health Marketing Unit	Bureaus
<i>Delivery of CDC Products & Services</i>	Centers, with coordination from and accountability to OD Health Marketing Unit	Health Marketing Unit	Health Marketing Unit

Prototype A



Prototype A

Concept: This prototype distributes a health marketing function in CDC's Office of the Director (OD) and throughout each of the agency's major Health Centers to facilitate customer-centric focus and integration across Health Centers. Scientists and other experts involved in all stages of the essential steps for health protection, from identifying the health problem through developing and implementing interventions, and evaluating effectiveness work together within each Health Center. The head of a Health Center is accountable for the health goals assigned to the Health Center and is given direct supervisory authority over the multidisciplinary personnel needed to accomplish the goal.

Overview:

- Most similar to CDC's current organizational design structure
- Model includes multiple centers focused on specific diseases or conditions as well as a center focused on emergency preparedness
- A priority-setting and program-evaluation function within the Office of the Director
- Each center responsible for managing its goals, allocating resources, research and development, and production and delivery of CDC products and services
- Health marketing function within the Office of the Director and each center to coordinate health marketing
- Each health marketing office responsible for establishing two-way communication with public and partners and taking CDC products and services to market

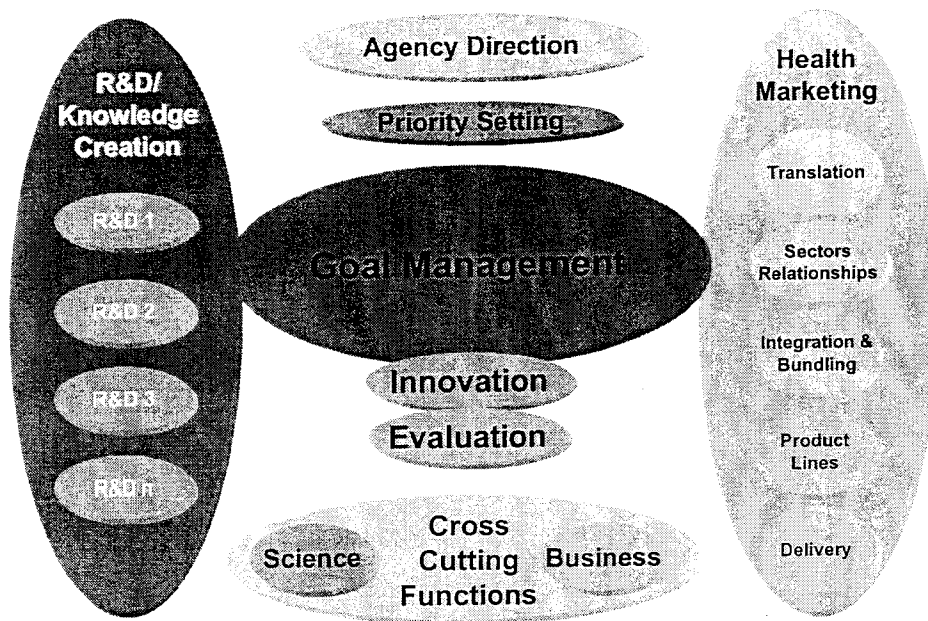
Strengths

- Identification through delivery in single unit
- Maintains existing ties with traditional stakeholders
- Less disruptive to implement

Weaknesses

- Relies on cooperation to achieve goals & accomplish appropriate bundling.

Prototype B



Prototype B

Concept: Prototype B centralizes the goal and strategy management functions and positions it as a “bridge” linking research and development and a newly created health marketing function. The goal and strategy management function uses agency-wide health goals to translate R&D into life-stage, community preparedness, and global health programs to be delivered by the health marketing unit to CDC’s customers.

Overview:

- Creation of goal management operational unit responsible for leading teams of CDC staff to achieve specific life stage goals
 - Each goal manager leads multi-disciplinary team, linking research and development and health marketing functions
- Research and development, and knowledge creation and acquisition occur within centers
- Production and delivery of CDC products and services occur within health marketing unit

Strengths

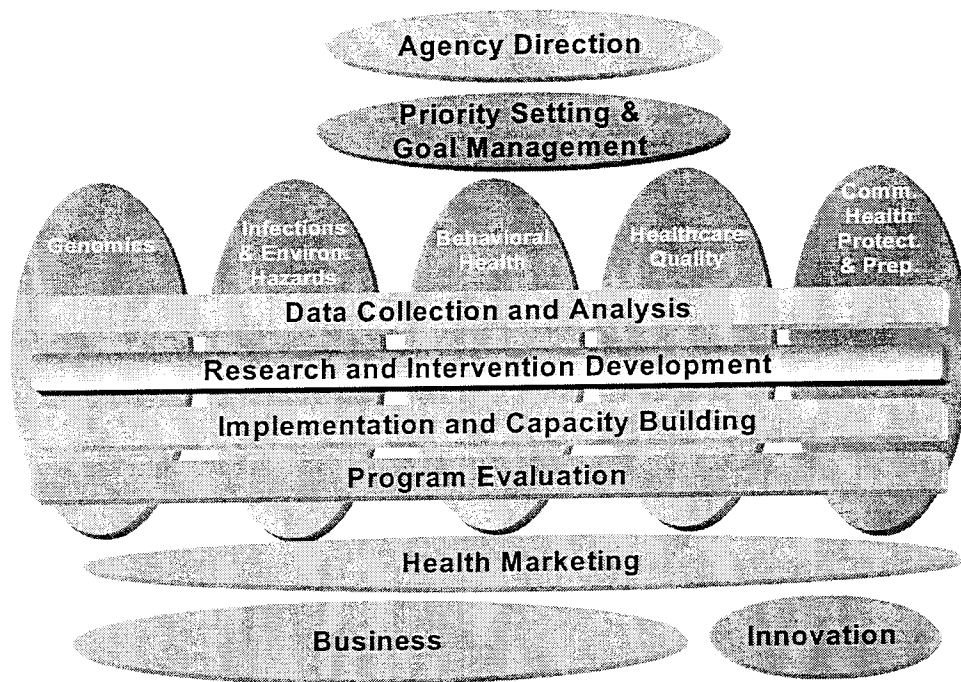
- Strong goal management
- Provides robust, integrated marketing
- Facilitates appropriate bundling

Weaknesses

- Separates R&D from product & service delivery
- Potential inattention to mission critical but small functions

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Prototype C



Prototype C

Concept: Prototype C is based upon the *Healthy People 2010* Determinants of Health and the Essential Public Health Services defined by the Core Public Health Functions Steering Committee, organizing CDC into four Centers that cover the four Determinants of Health (Genetics, Environment, Behavior, and Access to Quality Health Care) and one Center focused on Community Health Promotion and Preparedness. The Centers are responsible for goal and strategy management and the activities take place within each of a number of Bureaus designed around the core public health functions. This structure allows for integration of purpose vertically – each Division within a Bureau is linked vertically with the other Divisions serving the same Center, and integration of function horizontally – each individual staff member is clustered with those of similar expertise and responsibility in order to foster cross-fertilization.

Overview:

- Highly-matrixed
- Centers organized around specific health determinates and bureaus across centers to focus on key CDC functions.
- Management of goals and allocation of resources occurs within the Centers
- Other functions, including R&D and producing CDC products and services occur within the appropriate bureaus
- Delivery of products and services occurs within the health marketing unit
- Centers have a goal manager for each life stage who work together across centers to achieve life stage goals

Strengths

- Enhanced flexibility in adjusting to new goals, priorities, and exigencies
- Integration by discipline across content areas.

Weaknesses

- Requires both vertical and horizontal reporting relationships to organize work and staff
- Requires complete realignment of staff